



Governing Body

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Policy Development Section
Technical Cooperation Segment

POL

NINTH ITEM ON THE AGENDA

Capacity development for constituents in Decent Work Country Programmes and technical cooperation: Follow-up

Overview

Summary

The paper provides an overview of approaches to capacity development in ILO technical cooperation and proposes measures to strengthen them.

Policy implications

If the point for decision is adopted, the technical cooperation strategy will have to be reviewed in order to be adapted.

Legal implications

None.

Financial implications

Proposed work can be carried out with existing resources.

Decision required

Paragraph 14.

Follow-up action required

If the point for decision is adopted, the Office will complete a mapping of technical cooperation approaches and present proposals at the November 2012 session on how the technical cooperation strategy can be adapted to strengthen capacity development.

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References to other Governing Body documents and ILO instruments

GB.309/TC/1, GB.310/TC/1, GB.304/PV, GB.304/SG/DECL/1(Rev.).

1. At the 309th and 310th Sessions of the Governing Body, the Committee on Technical Cooperation discussed the issue of capacity development with a view to strengthening the ILO's efforts to provide effective and efficient capacity development for ILO tripartite constituents through technical cooperation.¹ In March 2011, the Governing Body adopted operational strategies on capacity assessment and development in technical cooperation which focused on better integrating capacity development in Decent Work Country Programmes (DWCPs) and improving the Office's work on capacity indicators.
2. Following up on this discussion, this paper reviews capacity development initiatives in the current ILO technical cooperation portfolio, and presents measures for further strengthening such work, in light of the overall capacity development strategy set out in the Programme and Budget 2012–13.

Capacity development in ILO technical cooperation

3. Capacity development of the tripartite constituents is a primary focus of ILO technical cooperation programmes and projects beyond direct action with groups such as youth on training for enterprise development or with communities on HIV/AIDS and world of work issues. DWCPs also play an important role as an avenue for constituents to gain capacity to formulate decent work priorities and workplans based on tripartite and bipartite consultations and to articulate such priorities in national, regional and international policy forums. Out of a sample of 50 active DWCPs, 29 (58 per cent) have specific outcomes and outputs related to capacity development of constituents. In the African region, for example, several training sessions have been organized for constituents on results-based management and monitoring and evaluation in the context of DWCPs; as a result, constituents in such countries as Ghana and Mozambique are now more effectively engaged in country programme preparation and in overseeing their implementation.
4. The Office recently launched a mapping of technical cooperation approaches which has provided useful information on capacity-development initiatives.² Initial data point to a wide variety of approaches to capacity development, ranging from training of constituents to network building and knowledge sharing. The appendix provides an overview of capacity-development approaches in relation to the ILO's 19 outcomes.
5. The overview identifies a wide range of practices in capacity development which contribute to decent work results. Training of trainers and certification schemes, such as those used through the International Training Centre of the ILO in Turin (Turin Centre) in enterprise development and social finance, have led to sustainable mechanisms for delivering capacity building. Partnerships with universities and South–South cooperation, such as in the fields of social security and labour administration, have led to important knowledge exchange among constituents. Work with social partners on technical issues such as occupational safety and health has led to not only increased technical capacity but institution building that allows such capacities to be effectively used. Capacity assessments, as used in labour administration work, are a critical factor in developing training strategies that respond to the needs of constituents. Other capacity-building

¹ GB.309/TC/1, GB.310/TC/1.

² The Technical Cooperation Intervention Model series is a mapping of approaches used in the ILO's technical cooperation programmes. The models outline the basic logic of an approach, where it has been used, what tools it has produced, notable successes and challenges, and the vision for the future.

initiatives, for example, with youth groups and disabled people organizations, have also helped to create an enabling environment for further action in areas such as employment promotion. The ILO also supports communities of practice through Internet platforms and other networking approaches.

6. The review also indicated that the Turin Centre has developed comprehensive training courses on all of the ILO's areas of work which support capacity development. The implementation roadmap for the ILO Declaration on Social Justice for a Fair Globalization adopted by the Governing Body in March 2009³ entrusted the lead responsibility for the establishment of a plan for building the capacity of constituents to the Turin Centre. The activities of the Centre aim at enhancing participants' knowledge and competencies with a view to strengthening their performance as policy-makers, managers, practitioners and trainers of the ILO's constituent organizations. Ex-post surveys undertaken by the Centre show that a significant number of former participants have made effective use of the knowledge and competencies acquired at the Centre in support of the development of the capacity of their respective organizations.
7. What also emerged from the review, however, is that capacity-development approaches often remain diffracted and require greater synergy. Operational integration at the programme and project level needs further strengthening. Capacity building for individuals needs to be paired with institutional capacity building and with programmes that create enabling environments through legislation, policies and knowledge bases.
8. A number of programmes and projects are leading the way in showing how such integrated approaches can enhance the impact of capacity-development initiatives, allowing constituents to become effective agents of change in achieving decent work outcomes. In the area of labour administration and labour inspection, for example, the ILO typically works not only to provide technical training to labour administration officials, but to strengthen institutional structures, coordination and knowledge management. For example, under the "Strengthening labour administration and inspection services" project funded by Norway, the ILO and the Turin Centre carried out needs assessments of labour administration and inspection systems in selected countries, developing national training plans, guidelines, tools, networks and data management systems to address capacity needs. Under the ambit of this project, in an initiative supported by the Brazilian Ministry of Labour and Employment, the ILO published a collection of good labour inspection practices in Brazil, covering such areas as child labour, forced labour and the maritime sector. By combining needs assessments, technical and institutional capacity building along with South-South knowledge sharing, the project has learned valuable lessons that could assist a wider number of beneficiaries.
9. In the field of child labour, institutional capacity development for workers' organizations has allowed for the development of trade union platforms on the topic, allowing different unions at the national level to speak with one voice. In Tamil Nadu, India, for example, the ILO facilitated a joint trade union platform in 2007 to promote a coherent approach on child labour. With ILO support, the national centre unions undertook a series of campaigns aimed at raising awareness and promoting the ratification of ILO's Conventions on child labour. The state-level employers' organizations joined the campaign, and political momentum was built. In 2010, a petition signed by people across the state demanding ratification of the two Conventions was sent to the state-level parliament, and as a result there was a concrete shift in the state-level politicians' stands on the issue of child labour.

³ See GB.304/PV, para. 183(a) and GB.304/SG/DECL/1(Rev.), appendix.

10. Capacity development for employers can also have a catalytic role in addressing development issues. In the field of youth employment the Employers' Federation of Ceylon (EFC) and the ILO, provided technical and financial support for a meeting on youth employment issues and a follow-up survey on employability skills and competencies in the private sector in Sri Lanka. The survey findings led to the EFC developing an eight-module training programme aimed at enhancing employability of young jobseekers. The training programme was initially run with the support of a member company by way of a corporate social responsibility initiative and is now available as an EFC training product.
11. While capacity development for the respective constituents allows issues specific to them to be addressed, capacity development in a tripartite context allows for not only an exchange of experience and viewpoints on a particular theme, but an important informal and constructive setting for tripartite dialogue and consultation on significant development issues. Examples of this approach include the Global Jobs Pact country scan methodology, which brings together the constituents in a mutual assessment of challenges and possible solutions in light of the financial crisis. The training and knowledge-sharing programme of the Turin Centre on the Social Dimension of Trade and Investment is another example which brings together constituents and other stakeholders from the public and private sectors and academia to discuss the impact of trade on labour markets, investment and decent work, labour issues in corporate social responsibility, and green jobs.

Strengthening capacity development in Decent Work Country Programmes and ILO technical cooperation

12. The March 2011 Session of the Governing Body adopted conclusions which called on the Office to strengthen its efforts to promote capacity assessments, to better integrate capacity development into DWCPs and technical cooperation, to leverage the advantages of the Turin Centre, and to monitor, evaluate and communicate capacity-development results. In response, the Office has:
 - (a) produced two guidance documents on capacity assessment and capacity development;
 - (b) updated its quality appraisal tools for DWCPs and technical cooperation projects to review capacity-development components;
 - (c) initiated a study of ILO technical cooperation approaches which aimed at, inter alia, gaining a better picture of capacity-development initiatives, methodologies, synergies with other interventions, and results; and
 - (d) integrated requirements for capacity outputs in the quality assurance mechanism for DWCPs.
13. A next step would be to further strengthen the operational integration of capacity-development approaches across thematic lines. To inform this, the Office will complete its mapping of approaches to technical cooperation, which will provide a complete picture of how the ILO translates the Decent Work Agenda into concrete project-level action. This study will also provide a better insight into the logic chain of how capacity development in certain subjects can lead to decent work results, and how approaches can complement one another for more impact. It will also allow the Office to develop better indicators on capacity development and how these link to high-level development results.
14. *The Governing Body may wish to request the Office to report on the results of the mapping of technical cooperation approaches at its November 2012 session and*

to make proposals in that report on how the current technical cooperation strategy could be adapted to strengthen a more programmatic approach to technical cooperation and capacity development.

Geneva, 21 September 2011

Point for decision: Paragraph 14

Appendix

Approaches to capacity development in ILO technical cooperation

Strategic policy framework outcome	Selected technical cooperation programme/approach	Examples of capacity development activities
Employment		
Outcome 1: More women and men have access to productive employment, decent work and income opportunities	Youth employment	Capacity development of relevant ministries, social partners and stakeholders for the design of youth employment policies and the elaboration of national action plans (NAP) on youth employment. On-the-job training opportunities through public-private partnerships and informal apprenticeships. Training is integrated into the production process, and youth learn side by side with the experienced professionals or craftspersons.
	Social finance	Training courses to enhance performance of institutions that provide savings, credit and other financial services to the poor. Training courses on financial education for consumers of financial services, guarantee funds and leasing (financial literacy). Inclusive Finance for Workers training programme, together with ITUC-Africa, to support trade unions that are seeking to facilitate finance to their members.
	Employment-intensive investment	Skills training for small enterprises in the construction sector on irrigation, water and soil conservation, flood control, forestry, rural roads and transport, etc. Training courses on innovations in public employment programmes, which bring together South-South participants to learn from each other and to share experiences on the implementation of various forms of public employment programmes in different countries. Turin Centre course on "Employment-intensive investment for sustainable development".
	Crisis response and reconstruction	Training for constituents on mainstreaming conflict sensitivity and disaster preparedness in Decent Work Country Programmes. Training for constituents on assessing, designing, implementing and monitoring disaster and conflict-related policies and programmes
Outcome 2: Skills development increases the employability of workers, the competitiveness of enterprises, and the inclusiveness of growth	Skills training	Capacity building of local governments and partners in the use of Training for Rural Economic Empowerment (TREE) methodology, which consists of a set of processes to guide the articulation of local development initiatives and the identification and implementation of income-generating opportunities. First edition of a Skills Academy organized in Turin in October 2011.
	Disability	Capacity development activities for constituents, as well as for disability inclusion support agencies and disabled people organizations, both at national and regional levels, to promote access of people with disabilities to general skills development and other employment-related services. Open and distance learning courses concerning labour market inclusion of persons with disabilities in collaboration with the Turin Centre.
	Employment services	Capacity building of governments to develop or enhance their public employment services both at the national and regional level as well as at the local level. Technical assistance generally involves training of staff on modern career counselling techniques to assist jobseekers in making appropriate career and training choices, and to help employers recruit and retain suitable workers for their enterprises.

Outcome 3: Sustainable enterprises create productive and decent jobs	Enterprise development	<p>Start and Improve Your Business: a series of interrelated training packages and supporting materials that are used to set up a system of long-term support for business development service organizations to deliver courses for small-scale entrepreneurs to start and grow their businesses.</p> <p>Women's Entrepreneurship Development: targeted training tools for women entrepreneurs and gender mainstreaming capacity building for constituents and organizations working on policies and programmes in enterprise development.</p> <p>Know About Business: a comprehensive training package for teachers to deliver entrepreneurship education in secondary education and vocational and technical schools.</p> <p>A large training programme offered at the Turin Centre, including annual academies on sustainable enterprise development, value chain development and entrepreneurship training of trainers.</p>
	Sustaining Competitive and Responsible Enterprises (SCORE)	<p>Modular in-class training with on-site counselling and on-the-job learning to train workers and enterprise managers in the manufacturing and service sectors.</p> <p>Training for labour inspectors and journalists to understand and promote the advantages of good workplace practices.</p>
	Cooperatives	<p>Challenge funds for institutions working in the cooperatives field to obtain financial support for innovative ventures, training or services.</p> <p><i>My.COOP</i> training package on managing agricultural cooperatives</p>
	Green jobs	<p>Capacity building on green jobs for ILO constituents to engage in policy debate on climate change and the transition to a green economy. The Bureau for Workers' Activities and the Turin Centre have developed a distance learning course for Spanish-speaking countries on green jobs, and the topic is included in the Summer Academy on Sustainable Enterprise and training on employment-intensive investment strategies.</p>

Social protection

Outcome 4: More people have access to better-managed and more gender-equitable social security benefits	Social security	<p>Collaboration with a number of universities seeking to introduce social security planning and management into academic curricula, and establishment of Decent Work/Social Security Chairs in selected faculties.</p> <p>In October 2011 the Office, with the Turin Centre, will launch a summer school with an innovative multi-choice approach for constituents relating to the Social Protection Floor Initiative.</p>
Outcome 5: Women and men have improved and more equitable working conditions	Domestic work	<p>Assistance provided to domestic workers' leaders and unions to develop leadership and organizing skills, while at the same time building capacity of trade union officials on how unions can respond to needs of domestic workers.</p>
	Wage policies	<p>Training courses alternating between the Turin Centre and regional locations to enhance the capacity of governments and social partners to design and implement effective wage policies, including minimum wages, wages in the public sector, collective bargaining and pay equity.</p> <p>Country-level workshops and "policy clinics" to provide policy-makers with targeted and relevant information about international good practices on various aspects of minimum wage fixing, including institutional design, the level of minimum wages and enforcement mechanisms.</p>
	Maternity protection	<p>Interagency capacity development activities on breastfeeding at the workplace in Cambodia, China and the Philippines based on the use of the newly developed global product <i>Maternity protection resource package</i>.</p> <p>In collaboration with the Turin Centre, inclusion of the <i>Maternity protection resource package</i> in the Turin Gender Academy.</p>

Outcome 6: Workers and enterprises benefit from improved safety and health conditions at work	Occupational safety and health (OSH)	National capacity development through supporting and advising the national analysis of OSH situations and the development of national OSH programmes. This is further followed up in the ILO support for the implementation of national OSH programmes in selected areas such as reviewing of OSH legislation, reinforcing OSH training programmes and OSH awareness campaigns.
Outcome 7: More migrant workers are protected and more migrant workers have access to productive employment and decent work	Labour migration	Comprehensive and customized training targeted at constituents and international organizations on labour migration, covering issues such as labour migration governance, reintegration of returning migrant workers, enhancing linkages between migration policy and wider labour market policy, skills recognition and extension of social security to migrant workers and their families. A first Labour Migration Academy was held in Turin in July 2011.
Outcome 8: The world of work responds effectively to the HIV/AIDS epidemic	HIV/AIDS and the world of work (ILO/AIDS)	Turin Centre course on "HIV/AIDS and the world of work: A prevention and social protection perspective". Training tools on HIV and AIDS in education, health services, transport, mining, postal services and tourism in collaboration with the ILO's Sectoral Activities Department. ILO/AIDS and the Bureau for Gender Equality have developed a guidance tool on mainstreaming gender in HIV workplace programmes. At the workplace level, the programme adopts a peer education approach. Trained peer educators provide HIV education to their co-workers on a regular basis in both the formal and the informal economy.
Social dialogue		
Outcome 9: Employers have strong, independent and representative organizations	Employers' activities	Institutional capacity building on such issues as strengthening governance; membership management; retention and expansion; revenue building; design, development and delivery of membership services, including training services; staff development; research and information; advocacy, communication and lobbying. Through the activities of the ILO Global Business and Disability Network, capacity development of employers and their representative organizations to address disability in the workplace.
Outcome 10: Workers have strong, independent and representative organizations	Workers' activities	The Labour Education Programme at the Turin Centre delivers a variety of advanced training courses to respond to the training needs of workers organizations. The Global Union Research Network provides union organizations access to research carried out by trade unions and allied institutions, and encourages information sharing on subjects of joint concern. Specific capacity development projects aimed at strengthening technical capacities and structures of trade unions, including supporting trade union self-reform in Latin America.
Outcome 11: Labour administrations apply up-to-date labour legislation and provide effective services	Labour administration and inspection	Capacity development activities for labour administration/inspection systems, including developing the ability of these institutions to plan, programme, monitor and evaluate their activities. In collaboration with the Turin Centre, training workshops covering the legal framework for labour administration and labour inspection, labour legislation, industrial relations, working conditions, occupational safety and health, employment, research for planning and development, organization of national systems of labour administration, gender equality and recent trends.
Outcome 12: Tripartism and strengthened labour market governance contribute to effective social dialogue and sound industrial relations	Social dialogue	In collaboration with the Turin Centre, the Office delivers: – two training packages on strengthening the negotiating capacity of the social partners and on developing conciliation and mediation skills; – a guide on national tripartite social dialogue aimed at helping tripartite constituents to establish and or modernize their machinery for national tripartite consultations such as economic and social councils and similar tripartite institutions. A capacity-building programme on the role of social dialogue in promoting sound governance of social security systems and policies is being developed with the Turin Centre.

Outcome 13: A sector-specific approach to decent work is applied	Sectoral activities	<p>The Office has developed a series of training programmes to build the capacity of constituents at sectoral level. These include the Portworker Development Programme (PDP), which builds the capacity of training departments in partner terminals to design, deliver and evaluate training schemes and programmes for portworkers.</p> <p>Training is also provided to labour inspectors, companies and trade unions to improve working conditions in the fishing sector. Training has also been provided under action programmes implemented at country level, aiming at improving the competitiveness and productivity of the textile industry and promoting social dialogue in the utilities sector.</p>
	Better work	<p>Capacity development of unions to participate in Better Work programmes and Performance Improvement Consultative Committees.</p> <p>Capacity development of enterprises to fully understand and implement national labour laws and international labour standards.</p> <p>Capacity is developed through assessment of labour practices and development of action plans supported by training and advisory services.</p>
Fundamental principles and rights at work		
Outcome 14: The right to freedom of association and collective bargaining is widely known and exercised	Freedom of association	<p>Capacity development for governments and labour administrations to ratify and implement standards on freedom of association and collective bargaining, and for judges and lawyers to enforce related legislation.</p> <p>Capacity development for employers' and workers' organizations, parliamentarians and journalists to promote and supervise implementation of freedom of association and collective bargaining principles and rights.</p> <p>Training for constituents and staff on the role of freedom of association and development.</p>
Outcome 15: Forced labour is eliminated	Forced labour	<p>Capacity development activities and advice for constituents, including targeted training for labour inspectors, judges and prosecutors on identifying, preventing, investigating and prosecuting cases of forced labour and trafficking. E-learning tool for law enforcement developed with the Turin Centre.</p> <p>Capacity building of national bureaux of statistics on measuring forced labour and trafficking.</p>
Outcome 16: Child labour is eliminated, with priority given to the worst forms	International Programme for the Elimination of Child Labour (IPEC)	<p>Supporting constituents' development of national child labour action plans and integrated decent work and education approaches (national and community area-based) for sustainable elimination of child labour. Strengthening the capacity of national tripartite child labour steering committees, labour ministries' child labour units, national statistical services to measure child labour, and of the social partners to target child labour through industry and company practice and collective bargaining.</p> <p>Numerous IPEC tools and resources assist constituents' action against child labour and in assessing impact. IPEC also provides training for constituents through the Turin Centre and nationally (e.g. on labour inspection, children affected by conflict and child labour monitoring) and continued training of national trade union centre focal points.</p> <p>Capacity support for education ministries, teachers' unions and others working with children to support improvement in public education and young peoples' awareness of their rights and future potential.</p>
Outcome 17: Discrimination in employment and occupation is eliminated	Non-discrimination	<p>Capacity development activities and advice for governments and employers' and workers' organizations, including targeted training on pay equity.</p> <p>Training for constituents on the application of the fundamental principle of non-discrimination and to address the specific challenges met in their national context.</p>
	Gender equality	<p>Participatory Gender Audits (PGAs), a two-week exercise that uses a self-assessment approach to assist a given organization or unit in promoting equality between women and men in the staffing, structures and substance of their work.</p>

		Turin Centre activities encompassing online learning, interagency workshops, experts' meetings, training of trainers and PGA facilitators, training needs assessment and organizational capacity building. First edition of a Gender Academy organized at the Turin Centre in November 2011.
Outcome 18: International labour standards are ratified and applied	International labour standards (ILS)	Jointly with the Turin Centre, capacity development activities on standards for constituents. Institutional capacity building for judicial training institutes on use of ILS. Capacity building for national administrations and representatives of seafarers and shipowners on the ILO Maritime Labour Convention, 2006.
	Promotion of the Indigenous and Tribal Peoples Convention, 1989 (No. 169)	Internships at ILO headquarters or field offices for representatives of indigenous and tribal peoples. Study tours for government officials and representatives of indigenous and tribal peoples to learn from other countries' experiences.
Policy coherence		
Outcome 19: Member States place an integrated approach to decent work at the heart of their economic and social policies, supported by key UN and other multilateral agencies	Labour and decent work statistics	Capacity development activities and technical advice for governments and employers' and workers' organizations to produce, compile and use labour statistics. Training programmes on labour statistics and a master programme on labour statistics offered by the Turin Centre with the ILO Department of Statistics. Ad hoc training programmes organized and conducted as part of the technical assistance to labour surveys and decent work indicators.